



## MEMORANDUM

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TO: Department Directors

DATE: June 20, 2003

FROM: George M. Burgess  
County Manager

SUBJECT: Management Philosophy  
and Expectations

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I am honored and excited to be back with Miami-Dade County and to be serving as your County Manager. I have worked with a number of you for many years and we have grown together as professionals. We have learned much from each other and I look forward to continuing the enriching professional relationships that we have enjoyed in the past and that are so important in an organization such as ours.

As I have assured Mayor Penelas and the Board of County Commissioners, my first task will be to build a strong management team to lead this organization. I am now in the process of restructuring my office. While that task is very important, I recognize the real glue behind our management team is you, our Department Directors. I honestly believe you are members of one of the finest local government management teams in this country. As such, each of you is expected to lead your departments, share our strategic vision with your workforce, proactively manage the services you are responsible for, and address the tough crises issues that inevitably arise. This is no small task, but one that you must enthusiastically embrace. Each of you must be experts in your respective fields and be conscious of, attentive to, and responsive to all issues arising from your departments. I also expect that all communications, to our elected officials, to your employees, to my office and to our citizens, be clear, accurate, precise and straightforward. In particular, items to be presented for consideration of the Board of County Commissioners should be both professional and polished, and contain all relevant information necessary for reasonable deliberation.

I intend to empower each of you to manage your operations, to take responsible risks and be innovative, and to always do what is right and in the public's best interest. I will not micromanage you. I do expect you to determine those matters that should be elevated to my attention or to the attention of my staff and to make us aware of your concerns and issues with appropriate timeliness. Naturally, we must all be professional, ethical and responsive in our decision-making processes and consider the needs of our citizens as our primary motivation, for our citizens are to whom we are ultimately accountable. As I wrote in my recent e-mail to County employees, I am passionate in my belief in government that is sensitive and responsive to its customers, government that invests in training and developing its workforce, government that is focused on innovation and efficiency, and government that has a clear vision based on the public's needs and expectations. Members of my management team will share in this passion.

You are all aware of the budgetary difficulties we are facing. I will be working my Assistant County Managers, staff of the Office of Management and Budget, and you to clearly define our resource needs and financial status. Together, we will identify options for our elected officials to approve a responsible budget for FY 2003-04. It is vitally important that each of you work hard to meet the projections developed in accordance with your savings plans and to ensure that your departmental staff work toward these goals as well. While difficult decisions lie ahead of us, I am confident that with the talent we possess in our organization, we will be able to identify solutions to our current budgetary challenges and continue to serve the people in a manner that will reflect our professionalism and commitment to public service.

Over the next few years, our organization will undergo tremendous change. With the potential continued incorporation of communities, increasingly limited financial resources and a highly diverse citizenry, I believe a reassessment of our mission and service delivery structure may be necessary in order to meet the needs of the public. By maintaining a focus on our internal and external customers, fostering a level of professionalism that is beyond reproach, and welcoming change for the better, I believe we can maintain a healthy organization that is ready to meet the challenges before us.

Again, I am very happy to be returning to County government. I consider the employees of Miami-Dade County to be my extended family. While I made many friends at the Miami-Dade County Public Schools and appreciated the support that was extended to me by that organization, I am honored and privileged to be back home. I am looking forward to working closely with you to continue serving our citizens in the manner they deserve.

cc: Honorable Alex Penelas, Mayor  
Honorable Chairperson and Members, Board of County Commissioners  
Honorable Joseph P. Farina, Chief Judge  
Honorable Harvey Ruvin, Clerk of Courts  
Katherine Fernandez Rundle, State Attorney  
Bennett Brummer, Public Defender  
Robert A. Ginsburg, County Attorney  
Christopher Mazzella, Inspector General  
County Manager's Staff